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UNFPA resource mobilization strategy

Summary

Within the context of the sustainable development goals and the evolving development financing landscape, UNFPA has developed a comprehensive and integrated resource mobilization strategy. The strategy lays out the approach to mobilizing resources in order to operationalize the UNFPA strategic plan, 2014-2017, and achieve the four outcomes of that plan. The resource mobilization strategy engages public and private partners to support the delivery and implementation of UNFPA programmes, and takes into consideration the priorities outlined in the sustainable development goals and the post-2015 development architecture.

The strategy responds to Executive Board decision 2014/25, in which the Board requested UNFPA to continue to explore incentives, mechanisms and funding windows to broaden its donor base; to improve communications with donors; and to continue dialogue on options that will enhance the quality of contributions to finance development results.

This document reflects the discussions, informal briefings and formal deliberations related to the quadrennial comprehensive policy review of operational activities for development of the United Nations system that UNFPA undertook with the Executive Board in 2014, as well as two informal consultations held with the Board on 13 May 2015 and 4 June 2015. It provides a road map that describes (a) the current financing landscape; (b) the key opportunities and required actions for UNFPA to secure existing funding and attract additional funding from a diverse donor base; and (c) the partnerships and new channels that UNFPA is exploring in securing such funding.

Elements of a decision

The elements of a decision are contained in section V of this document.

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I. Introduction

1. In September 2014, the Executive Board of UNDP, UNFPA and UNOPS adopted decision 2014/25 on funding commitments to UNFPA and the implementation of the quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system. That decision "requests UNFPA, in consultation with the Executive Board, to continue to explore incentives, mechanisms and funding windows to broaden the donor base and to support donors to increase their core contributions as well as to shift to less restricted/earmarked non-core funding;[1] and, in this regard, requests UNFPA to present a resource mobilization strategy towards this end at the second regular session of the Executive Board in 2015".[2]

2. Following Executive Board decision 2014/25, UNFPA formulated a comprehensive resource mobilization strategy. The strategy will ensure that UNFPA funding is commensurate with the goals and expected results of the UNFPA strategic plan, 2014-1017. The resource mobilization strategy is embedded in the broader, structured funding dialogue with the Executive Board and within the context of the new sustainable development agenda. UNFPA held informal briefings and consultations with members of the Board to provide information and seek guidance in developing the strategy. This document incorporates the feedback provided by the Board.

3. Positioning UNFPA within the post-2015 development agenda is essential. The dialogue on funding is a critical part of this and is related to the broader United Nations discussions on 'fit for purpose', which require meaningful fund allocation and adequate levels of funding.

4. Within the evolving development financing landscape, UNFPA must ensure that there are effective, efficient and sustained measures to (a) secure and expand existing funding modalities and levels; (b) develop and take full advantage of new funding mechanisms and seek opportunities for strategic partnerships; and (c) identify and match appropriate financing means with different priority funding needs and gaps. This document highlights the ways in which UNFPA will secure a more stable financial future with coherent and targeted actions in resource mobilization.

II. The global funding environment

5. In formulating a comprehensive resource mobilization strategy, UNFPA analysed and conducted extensive research on the current global funding environment. This has facilitated the formulation of a well-informed and evidence-based resource mobilization strategy. The development financing landscape is characterized by global factors that affect the possibilities for securing a sustainable funding level for UNFPA. These factors include:

(a) Stabilizing levels of official development assistance, with many traditional donors prioritizing development investments with a focus on performance, development results and value for money;

(b) An increased focus on allocating official development assistance to middle-income countries and a decline in aid flows to the least developed countries, especially in sub-Saharan Africa;

(c) Continued uneven global economic growth, characterized by periods of stagnation, low economic growth and economic decline in emerging markets, and a strengthening of the United States dollar against most major currencies. Exchange rate levels continue to fluctuate due to variations in country growth rates, monetary policies and other factors;

[1] Core resources (also known as regular, non-earmarked or unrestricted resources) are resources available to UNFPA that are commingled and untied. These include revenue from contributions, other governmental or intergovernmental payments to UNFPA; contributions from non-governmental sources, including foundations, private-sector organizations and individuals; interest earnings; and miscellaneous revenue.

[2] See Executive Board decision 2014/25, paragraph 12.

(d) A long-term increase in development aid from non-Organization for Economic Cooperation and Development /Development Assistance Committee contributors;

(e) An increase for UNFPA of 79 per cent from 2007 to 2012 in earmarked funding (by theme, sector, region or country) to multilateral development agencies.

6. These factors will continue to have an impact on UNFPA strategic decision-making, which seeks to maximize the ability of UNFPA to mobilize financial resources to achieve the outcomes of the UNFPA strategic plan, 2014-2017 (see DP/FPA/2013/12).

7. An analysis of UNFPA-specific financing trends over recent years shows the following:

(a) UNFPA has one of the most balanced core to co-financing ratios among United Nations organizations. In 2014, that ratio was 48 per cent core to 52 per cent co-financing;

(b) UNFPA has received a stable share of overall contributions to the United Nations, and seeks to retain comparable levels of support in the future;

(c) UNFPA share of co-financing revenue from United Nations pooled funding mechanisms has remained stable and is a priority area of engagement for UNFPA;

(d) UNFPA co-financing contributions are primarily channelled through two thematic funds: the Global Programme on Reproductive Health Commodity Security; and the Maternal Health Thematic Fund. This type of funding mechanism offers predictability and flexibility, and is an effective way to attract large-scale co-financing through internally pooled donor funds;

(e) UNFPA programme country co-financing has increased, partly due to new contributions from loans or grants from international financial institutions. Programme country co-financing encompasses financial contributions for the UNFPA country programme action plans that are aligned with national development plans;

(f) UNFPA humanitarian funding has more than doubled, from $41 million in 2013 to $101 million in 2014;

(g) Contributions to UNFPA from the private sector have increased on an annual basis, from $2.7 million in 2008 to $14 million in 2014.

III. UNFPA in the post-2015 development agenda

8. The next 15 years will witness dramatic demographic transformations: the world population, currently 7.3 billion, is projected to reach 8.4 billion by 2030. There will be more young people than ever before; for some countries, the potential for a demographic dividend will be realized. At the same time, the population of the world is ageing and its mobility is increasing with unprecedented levels of urbanization.

9. Amid these dramatic changes, the international community is discussing a new set of universal development goals and targets aimed at achieving sustainable development. These discussions will be accompanied by adjustments in development financing, with a greater focus on innovative ways of securing development financing, as well as a greater emphasis on domestic and private-sector financing for development.

10. In the post-2015 era of the sustainable development goals, the UNFPA mandate and mission are more relevant than ever – and critical to the success of an integrated and universal sustainable development agenda. Human and economic development cannot occur if people are unable to plan their lives and families freely and responsibly, or if they do not have the means and information to do so. Human and economic development cannot occur if women do not have safe pregnancies and maternal mortality is not reduced. Human and economic development cannot occur if women and girls are subject to gender-based violence, sexual violence and harmful practices. Human and economic development cannot occur if young people and adolescents are denied their basic rights

of access to high-quality education and health, including reproductive health. The vision of the International Conference on Population and Development – a world where all individuals and couples have universal access to reproductive health information and services – has not yet been achieved. UNFPA is determined to make that vision a reality.

11. The actions UNFPA takes now will affect the lives of millions of young people. Evidence indicates that investments in the rights and well-being of adolescents and youth, in particular girls, will unleash in many countries a demographic dividend of inclusive, innovative and sustainable economic growth, stemming from a large number of young working people relative to the number of dependents. In the interconnected and globalized world, this dividend will pay off for all and help to achieve the sustainable development goals.

12. In this evolving and complex development landscape, which includes existing and emerging actors and partners, a diverse funding architecture, and new resource flows, UNFPA will demonstrate leadership, relevance, comparative advantage, technical expertise and effectiveness in delivering its programmes and achieving results.

IV. Securing a stable financial future: a strategy for mobilizing resources

13. The overall resource mobilization target for the UNFPA strategic plan, 2014-2017, is projected at $4.304 billion, including $1.922 billion in core resources and $2.382 billion in co-financing resources. The targets anticipate an annual income growth rate of 4 per cent (0.8 per cent for core resources and 6.6 per cent for co-financing resources). In 2014, the total contribution revenue for UNFPA was $1,002.5 million, an increase of 4.7 per cent from 2013. The breakdown of the total contribution revenue was $477.4 million in core resources and $525.1 million in co-financing resources. Current projections suggest that the growth in core resources may be slower than anticipated. At the same time, thematic and joint funds, as well as humanitarian funding, may grow. If that occurs, UNFPA will face challenges in retaining a balance of core resources versus co-financing resources.

14. UNFPA resource mobilization efforts centre on providing funding to achieve the four outcomes of the UNFPA strategic plan, 2014-2017. The outcomes address sexual and reproductive health and reproductive rights, youth and adolescents, gender equality, and data and population (see annex 2 for further details).[3]

15. The changing environment and the competition for scarce resources – both domestic and international – require that UNFPA explore new avenues to enhance its work and engage actively and innovatively with Member States. The diversity among Member States is increasing; and new funding sources are becoming available. The resource mobilization strategy will enable UNFPA to better leverage the positions of Member States with regard to funding and the competing priorities within a country.

16. Guided by the QCPR, and in accordance with dialogue with members of the Executive Board, UNFPA is committed to (a) mobilizing adequate, consistent and predictable financial resources to achieve its mandate in response to global development challenges; (b) securing and

[3] Outcome 1 refers to increased availability and use of integrated sexual and reproductive health services (including family planning, maternal health and HIV) that are gender-responsive and meet human rights standards for quality of care and equity in access. Outcome 2 refers to an increased priority on adolescents, especially on very young adolescent girls, in national development policies and programmes, particularly increased availability of comprehensive sexuality education and sexual and reproductive health services. Outcome 3 refers to advanced gender equality, women's and girls' empowerment, and reproductive rights, including for the most vulnerable and marginalized women, adolescents and youth. Outcome 4 refers to strengthened national policies and international development agendas through the integration of evidence-based analysis of population dynamics and their links to sustainable development, sexual and reproductive health and reproductive rights, HIV and gender equality (see DP/FPA/2013/12, pages 6-9).

further broadening its funding base; (c) improving the quality of funding to the organization; and (d) mobilizing additional resources and other forms of support from diversified sources.

17. The objectives of the UNFPA resource mobilization strategy are to:

(a) Maintain and broaden the traditional donor base;

(b) Expand the non-traditional donor base;

(c) Increase contributions from programme countries;

(d) Increase contributions from, and build strategic partnerships with, the private sector, civil society, philanthropic organizations, the general public, international financial institutions and global public-private alliances.

A. Funding source approaches

18. To achieve the four objectives of the resource mobilization strategy, UNFPA will build its resource mobilization efforts through a four-pronged approach, organized around funding sources. UNFPA will require detailed action plans and resource mobilization targets at global, regional and country levels for each of the funding source approaches listed below:

(a) *Securing contributions from traditional donors and creating the necessary conditions for continued funding*. UNFPA is engaged in dialogue with donors on the enabling conditions and funding mechanisms that will facilitate future support. UNFPA is establishing and will continue to work on the necessary incentives for such support, including accurate resource allocation systems; high-quality programme content and results frameworks; strong fund management practices, including the tracking of resources and linking them to the reporting of results; improved visibility of funding partners; and systematic communication and partnership platforms on key initiatives.

(b) *Attracting contributions and mobilizing increased support from non-traditional donors*. UNFPA will be engaging governments and partners with common thematic interests to provide financial contributions to UNFPA programmes. Targeted resource mobilization strategies and funding windows are therefore required to attract such contributions, including through South-South cooperation. The most successful engagement outcomes build on common thematic or contextual interests: these have the potential to advance joint policy priorities and action agendas within regional initiatives and multi-country partnerships. Imperative to this endeavour are the flexible and diverse funding mechanisms of UNFPA, which serve as incentives for attracting new and prospective partners.

(c) *Increasing programme country contributions*. In addition to existing context-specific incentives, such as matching funds up to $100,000, particularly in selected middle-income countries, whereby UNFPA matches government contributions to programmes in those countries. UNFPA is encouraging increased contributions and domestic resources from programme countries for UNFPA-supported programmes. Since the expected results from UNFPA country programmes are aligned with national development plans and priorities, this will facilitate leveraging domestic funding, including through thematic financial platforms, loans or grants from development banks and other financial institutions. Imperative to these efforts is the flexibility of the UNFPA business model in programme countries.

(d) *Attracting different types of donors and new partnerships*. Pragmatic strategies for resource mobilization and investments with the private sector, including companies and foundations, can increase UNFPA resources and its support base. Until now, UNFPA has focused on obtaining donations from corporations, whether in cash or in kind. Directions in corporate partnerships are shifting from donations for specific projects to cross-sector capacity-building. Philanthropic foundations, international and geographical financial institutions, and the general public represent additional opportunities for partnerships. UNFPA recognizes the

value of non-cash and other types of partnerships, as well as the desire of the broader private sector to move from cash to impact. Efforts to attract and diversify donors and new partnerships include the following:

(i) Creation of shared value and mutually beneficial partnerships that utilize partner expertise and operations to increase the impact of UNFPA programmes, including programme reach, access and efficiency;
(ii) Integration of private sector innovation and creativity to optimize programmes, and resolve programming bottlenecks and development challenges;
(iii) Prioritization of media and brand partnerships with the private sector to increase public recognition of UNFPA and expand opportunities for public fundraising;
(iv) Feasibility of and institutional requirements for expanding fundraising from the general public and foundations.

B. Resource mobilization funding mechanisms

19. The priority of the resource mobilization strategy is to continue to mobilize core resources in order to increase the volume of overall core contributions and to diversify the donor base, primarily by increasing the number of contributing countries and, where possible, enlisting new donors. UNFPA has identified several coordinated and structured funding mechanisms that provide additional windows of opportunity for funding, with built-in incentives for resource mobilization efforts, particularity to mobilize non-core resources:

(a) Globally *coordinated thematic windows*. UNFPA will continue to channel funding through two existing thematic funds – the Global Programme on Reproductive Health Commodity Security; and the Maternal Health Thematic Fund. UNFPA is exploring additional mechanisms for pooled funding under the strategic plan outcomes. New thematic windows will build on the lessons learned from the two existing thematic funds and respond to donor needs for 'light' earmarking[4] as well as the need for predictable and flexible funding for UNFPA.

(b) Regionally led funding windows. UNFPA will identify and tap into regional financing mechanisms for which it will develop thematic programmes, particularly for regions that have common development challenges and a limited donor presence at the country level. This will entail identifying priority areas for funding portfolios and negotiating funding commitments and partnerships with, for example, the International Development Association and the European Union.

(c) Country programme windows. While elements of UNFPA country programmes will continue to be financed through targeted proposals for specific results or outputs, UNFPA will seek to increase the portion of flexible funding by transforming the country programme document and the country programme action plan into attractive funding vehicles. This mechanism will help build partnerships to support the achievement of consolidated and strategic results in the country programme.

(d) Strategically pooled United Nations funding platforms. UNFPA will continue to position itself as a responsible partner in order to tap into existing pooled funding mechanisms, which provide opportunities for programmes to be scaled up. With regard to joint programmes and multi-donor trust funds, UNFPA must identify opportunities for joint actions with other United Nations entities and build capacity (for example, in programme delivery and the reporting of results), as joint funding increases and the programmes expand. UNFPA will continue to strengthen its engagement in humanitarian responses and transition contexts in coordination with other United Nations organizations, as well as in pooled funding mechanisms at global and country levels.

[4] Light earmarking refers to more flexible and predictable financing, rather than short-term financing for specific priorities.

(e) Consolidated global financing mechanisms. Often established to channel funds for an underfunded priority or gap, consolidated global financing mechanisms will provide an important resource mobilization growth platform. Innovative financing models, such as impact investment bonds, financial products, social entrepreneurship, debt swaps and guarantees, will offer opportunities to leverage resources and create new funding mechanisms, especially for traditional donors.

20. Previous UNFPA resource mobilization efforts have yielded strong results. UNFPA will build on those efforts but also develop new approaches in order to reach diverse funding partners. These approaches will gradually encompass a move from transactional funding to mutually beneficial funding partnerships, using an integrated approach to resource mobilization. Joint resource mobilization efforts will highlight achievements and enable complementary approaches for resource mobilization strategies at country, regional and global levels. UNFPA will continue to engage in multi-stakeholder alliances supported by financing platforms to maximize the availability and use of resources.

21. UNFPA will identify funding mechanisms, engagement strategies and incentives for its resource mobilization objectives. Annex 3 illustrates the various ways in which UNFPA will mobilize resources. The annex outlines options for organizing and prioritizing efforts to reach resource mobilization targets at global, regional and country levels.

C. Resource mobilization strengths and opportunities

22. In developing the new resource mobilization strategy, UNFPA has incorporated lessons learned from past resource mobilization efforts, strengthened the environment for effective resource mobilization and transformed challenges into opportunities. Some of the key factors for successful UNFPA resource mobilization efforts include:

(a) A clearly defined strategic focus through the 'bull's eye' (achievement of universal access to sexual and reproductive health; realization of reproductive rights; and reduction in maternal mortality) of the UNFPA strategic plan, 2014-2017, which contributes to the coherence of existing funding streams;

(b) Strong support from traditional donors and other Member States to the UNFPA mandate, and growing support from non-traditional donors;

(c) Strong technical dialogue and demonstration of technical expertise;

(d) Building resource mobilization capacity in country and regional offices through the appointment of resource mobilization and partnership advisers, and revitalizing resource mobilization capacity-building initiatives and training at country and regional office levels, with a focus on the private sector;

(e) Strengthening the UNFPA role and capacity in the humanitarian sphere.

23. UNFPA has documented several challenges in mobilizing resources and in diversifying its donor base. These challenges, which have played an important role in developing the new resource mobilization strategy, include (a) need for further investment in institution-wide resource mobilization capacity, systems and tools; (b) lack of highly flexible funding channels in support of some areas of the strategic plan, including outcomes 2 and 4; (c) unspecific institution-wide resource mobilization roles and responsibilities; (d) insufficient brand recognition; and (e) uneven quality and consistency of communication on achieved results.

24. Revenue recorded in 2014 indicates that UNFPA mobilized varying levels of co-financing resources among the four strategic plan outcomes. The differences in revenue among the outcomes may be attributed to (a) greater prioritization of certain outcomes (1 and 3) by donors who provide earmarked funding; (b) lack of flexible global funding windows, which would provide opportunities for light earmarking for outcomes 2 and 4; (c) revenue recognition cycles; and (d) the cyclical

nature of certain types of interventions, such as censuses. Raising adequate levels of resources to achieve all the outcomes of the UNFPA strategic plan will require maximizing funding opportunities, with close monitoring of targets by donor category, thematic priority and geographical location.

D. Resource mobilization principles and institutional enablers

25. At the heart of the UNFPA resource mobilization strategy is the realization that an organization-wide approach is required in order to secure a stable financial future. Such an approach is essential in order to (a) achieve the outcomes of the UNFPA strategic plan; (b) respond to the QCPR; and (c) support the drive in the post-2015 development agenda to be 'fit for purpose'. UNFPA believes that mobilizing funds and leveraging partnerships are the responsibilities of everyone in the organization.

26. UNFPA has identified and established several underlying principles and institutional enablers that are critical for an effective resource mobilization environment. Some examples of these principles and institutional enablers are:

(a) *A sharper focus on linking resources to results*. UNFPA has developed and implemented a transparency portal, a global programming system and the strategic information system. These tools improve organizational performance and use information technology for transparent and effective programming, planning and reporting. Through these tools, UNFPA can analyse, in real time, programme budgets and expenditures in relation to expected results, thereby contributing to evidence-based fundraising efforts.

(b) *Clearly outlined and achievable resource mobilization targets*. UNFPA business units at headquarters and at regional and country offices are required to establish resource mobilization targets, and are accountable for progress towards those targets, within the context of relevant United Nations Development Assistance Frameworks and UNFPA country programmes. Regional directors, resource mobilization and partnership advisers, and the Resource Mobilization Branch monitor progress in achieving the targets.

(c) *A sharper delineation of organization-wide resource mobilization functions and accountabilities*. In 2015, UNFPA completed an organizational restructuring process at headquarters, including the establishment of new divisions and branches. The restructuring has aligned and coordinated the roles and responsibilities of staff to achieve results and improve programme implementation. The changes in the structure demonstrate the commitment and determination of UNFPA to develop and implement coordinated resource mobilization action with other divisions, with country and regional offices, and at the global level.

(d) *Recognition of the opportunity for innovation and the obligation to inject innovation into UNFPA programmes, processes and practices*. Embracing innovation allows UNFPA to respond effectively to its challenges and to remain adaptable, alert and responsive. In September 2014, UNFPA launched an innovation fund that promotes opportunities for experimentation and creativity. The innovation fund has explored options to provide incentives for innovation, with the goal of scaling up and improving delivery. The fund encourages partnerships, in particular with private-sector partners, to facilitate innovation in programming and approaches.

(e) *Communicating results and committing to transparency*. The development of a new, publicly accessible online system that visualizes data on expenditures and donor contributions will help to fulfil the commitment of UNFPA to transparency, while bolstering capacities for communicating programme results. The transparency portal will promote accountability by showing how funds are allocated and spent. The system will be available to donors, programme countries, the media, researchers and other stakeholders through the UNFPA

website. It will evolve into a comprehensive system that integrates financial and statistical data, official documents, news and feature stories, and social media outreach. UNFPA has endorsed the International Aid Transparency Initiative, a voluntary, multi-stakeholder initiative that seeks to improve the transparency of aid, development and humanitarian resources. It makes information about aid spending easier to access, use and understand.

(f) *Excellence in fund management, including improved risk management and robust corporate financial tracking systems.* An organization-wide approach to resource mobilization will enable UNFPA to improve accountability, transparency and quality assurance. UNFPA has developed systems, policies and tools that guide country and regional offices to the appropriate agreement templates and cost-recovery rates. UNFPA efforts in fund management include (i) developing solutions to address gaps in systems and policies; (ii) providing operational guidance; (iii) establishing accountability norms; and (iv) providing support and services related to administration, budgets, finance, management information and procurement.

27. The new, results-driven UNFPA resource mobilization strategy provides a road map that will enable UNFPA to operate in the current financial and political settings. It builds on a unique mandate and demonstrates the value of UNFPA as a reliable, capable and responsible partner. The strategy presents a pathway to diverse opportunities and partnerships with more flexible and innovative funding mechanisms.

28. The strategy highlights the way UNFPA will mobilize financial resources. It seeks to secure and further broaden the donor base for UNFPA programmes and create incentives and flexible mechanisms for a stable financial future. The principal elements of the resource mobilization strategy are (a) an organization-wide approach to resource mobilization; (b) corporate realignment; (c) fostering new and strategic partnerships with the private sector, civil society, parliamentarians and philanthropic organizations; (d) adapting and creating funding modalities and incentives to support new funding opportunities; (e) excellence in fund management; (f) optimizing and improving corporate systems to track allocations and expenditures; and (g) improved accountability, including target-setting and monitoring. These actions will contribute to an enabling environment and to substantial and measurable resource mobilization for UNFPA.

V. Elements of a decision

29. The Executive Board may wish to:

(a) *Endorse* the UNFPA resource mobilization strategy and its objectives as outlined in this document (DP/FPA/2015/11);

(b) *Continue* to highlight the importance of stable and predictable core contributions;

(c) *Commend* UNFPA for achieving one of the most balanced core to co-financing ratios among United Nations organizations, and continue to stress the importance of the ratio balance;

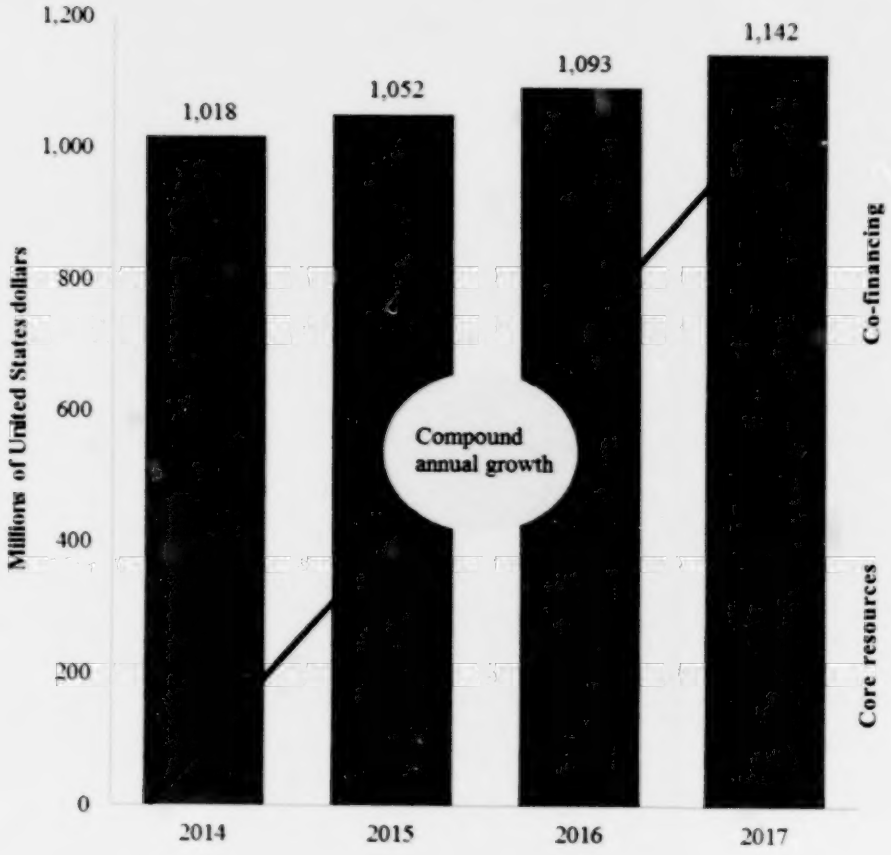
(d) *Take note* of the proposed funding mechanisms and incentives for attracting and optimizing flexible and predictable financing;

(e) *Note* that UNFPA will continue to widen its partnerships with the private sector, civil society organizations, philanthropic organizations, the general public, international financial institutions and global public-private alliances in a coordinated manner;

(f) *Commend* UNFPA for the progress achieved in developing an enabling institutional environment and structure in response to the strategic guidance provided by the Executive Board.

Annex 1.

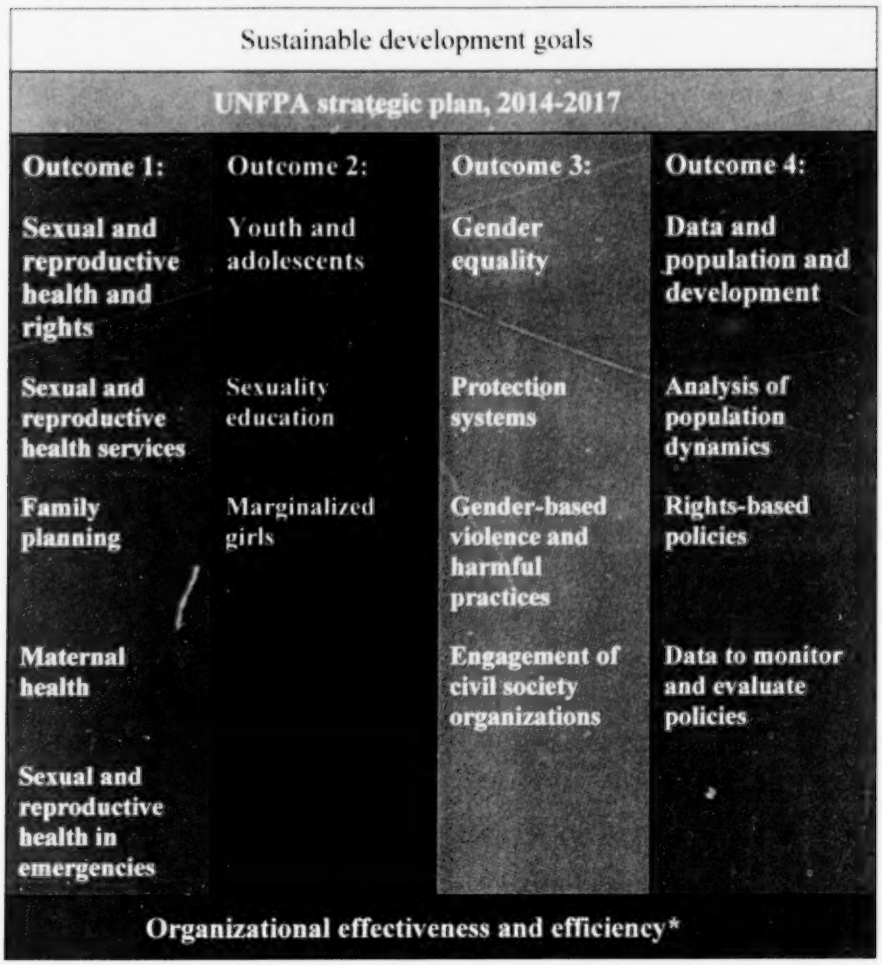
UNFPA strategic plan, 2014-2017 contribution revenue target: $4,304 million



* The compound annual growth rate for core resources and co-financing resources for 2014-2017 is 0.8 per cent and 6.6 per cent, respectively.

Annex 2.

Outcomes of the UNFPA strategic plan, 2014-2017



* Organizational effectiveness and efficiency encompass many of the resource mobilization institutional enablers, including (a) enhanced programme effectiveness by improving quality assurance, monitoring and evaluation; (b) improved mobilization, management and alignment of resources through a focus on value for money and systematic risk management; and (c) increased adaptability through innovation, partnership and communication.

Annex 3.

Examples of UNFPA funding mechanisms, strategies and incentives

	Resource mobilization objectives			
	Maintain and broaden the traditional donor base	**Expand the non-traditional donor base**	**Increase contributions from programme countries**	**Increase contributions from and build strategic partnerships with diverse partners**
Funding mechanisms	• Global thematic funds • Humanitarian funding windows and appeals • Country programme funding windows • United Nations joint programmes and multi-donor trust funds relevant to UNFPA humanitarian and development work	• Regional thematic windows and partnerships • Country programme funding windows • Humanitarian funding windows in response to specific crises	• Country programme funding windows • Regional funding windows on common priority themes • South-South initiatives	• Global thematic funds • Country programme funding windows • Joint United Nations programmes • Humanitarian appeals • Thematic campaigns and alliances
Strategies	• Technical missions and dialogue • High-level policy and political engagement • Liaison office outreach • Annual technical consultations and round tables for current and prospective partners	• Outreach by regional resource mobilization and partnership advisers • Development of and participation in regional priority initiatives and multi-country partnerships • Technical missions and dialogue • High-level policy and political engagement • Annual technical consultations and round tables for current and prospective partners	•Multisectoral partnerships with governments and other key stakeholders, through: •Integrated policy and programme dialogue; • The use of the UNFPA country programme as a vehicle to achieve national priorities •Integration of UNFPA support into relevant sectoral plans	• Country office analysis and outreach to local companies to support the country programme • Headquarters outreach to foundations and multinational companies to define themes and countries of interest • Increase awareness of UNFPA with the general public • Selected country offices or liaison offices pilot public fundraising initiatives
Incentives	• Tracking resources and results • Partnership-centred approach through increased interaction, the provision of timely information and systematic visibility • Strong link among theories of change, effective implementation, and the monitoring and reporting of results • Continued structured dialogue	• Flexibility of the UNFPA business model • Continued structured dialogue	• Matching funds for eligible middle-income countries • Preferential cost recovery for programme country contributions and South-South cooperation • Flexibility of the UNFPA business model	• Visibility of the partner in UNFPA platforms and the media • Human-interest stories and communications on impact and results • Access to new audiences • Visibility at high-profile United Nations and other events